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**Operational activities for development: triennial policy review of operational activities for development of the United Nations system**

**Draft resolution submitted by the Rapporteur of the Committee, Ms. Jana Simonová (Czech Republic), on the basis of informal consultations held on draft resolution A/C.2/56/L.13**

# Triennial policy review of operational activities for development of the United Nations

*The General Assembly*,

*Recalling* its resolutions 44/211 of 22 December 1989, 47/199 of 22 December 1992, 50/120 of 20 December 1995, 52/203 of 18 December 1997, 52/12 B of 19 December 1997 and 53/192 of 15 December 1998, as well as Economic and Social Council resolutions 1999/5 and 1999/6 of 23 July 1999, and 2000/19 and 2000/20 of 28 July 2000, agreed conclusions 2001/1 of the Council of 4 July 2001,[1] the ministerial declaration of the high-level segment of the Council of 18 July 2001,[2] Council resolution 2001/41 of 26 July 2001 and other relevant resolutions,

*Recalling also* the United Nations Millennium Declaration[3] of 8 September 2000 and its importance for international development cooperation, including the operational activities for development of the United Nations system, and in particular the development and poverty eradication goals and targets contained therein,

*Reaffirming* that the operational activities for development of the United Nations system have an important role to play in enabling developing countries to continue to take a lead role in the management of their own development process in a continuously changing global context,

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[1] See *Official Records of the General Assembly, Fifty-sixth Session, Supplement No. 3* (A/56/3), chap. V.

[2] See ibid., chap. III.

[3] See resolution 55/2.

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*Reaffirming also* that the fundamental characteristics of the operational activities of the United Nations system should be, inter alia, their universal, voluntary and grant nature, their neutrality and their multilateralism, as well as their ability to respond to the development needs of developing countries in a flexible manner, and that the operational activities of the United Nations system are carried out for the benefit of recipient countries, at the request of those countries and in accordance with their own policies and priorities for development,

*Stressing* that national plans and priorities constitute the only viable frame of reference for the national programming of operational activities for development within the United Nations system and that programmes should be based on such development plans and priorities and should therefore be country-driven,

*Bearing in mind* that the effectiveness of operational activities should be assessed by their impact on poverty eradication, economic growth and sustainable development of recipient countries as set out in the commitments, goals and targets of the Millennium Declaration and of the major United Nations conferences,

*Welcoming* the efforts undertaken so far to rationalize and improve the functioning and impact of United Nations funds, programmes and specialized agencies,

*Recognizing* that globalization, technological change and the need for the integration of the developing countries and other recipient countries in the world economy represent major challenges and at the same time opportunities for their development,

*Recognizing also* that new technologies, including information and communication technologies, present an opportunity to accelerate development, especially in developing countries, but that the access to these technologies is uneven and that a digital divide still prevails,

*Noting* that, while the scope of operational activities of the organizations of the United Nations system includes situations where a more flexible response capacity of the system is required, the focus of operational activities should be on actions that have a long-term impact on poverty eradication, economic growth and sustainable development,

*Recognizing* the urgent and specific needs of low-income countries, in particular the least developed countries,

*Emphasizing* that developing countries are responsible for their development processes and, in this context, stressing the responsibility of the international community, in partnership, to assist developing countries in their national development efforts,

*Recognizing* that the United Nations development system should take into account the specific needs and requirements of the countries with economies in transition and other recipient countries,

*Recalling* the role of the Economic and Social Council in providing coordination and guidance to the United Nations system to ensure that policies formulated by the General Assembly, in particular during the triennial policy review of operational activities, are implemented on a system-wide basis in accordance with Assembly resolutions 48/162 of 20 December 1993 and 50/227 of 24 May 1996,

*Noting with deep concern* the failure to provide the United Nations development system with a critical mass of the core resources required to enable long-term development cooperation towards attaining development goals and targets and towards providing a more integrated development support,

1. *Takes note with appreciation* of the reports of the Secretary-General on the triennial comprehensive policy review of operational activities for development of the United Nations system[4] and on progress in the implementation of the multi-year funding frameworks and evaluation of the United Nations Development Assistance Framework;[5]

2. *Reaffirms* its resolutions 47/199, 50/120, 53/192 and the parts relevant to operational activities for development of its resolution 52/12 B, and stresses the need to implement fully, on the basis of lessons learned, all of the elements of those resolutions in a coherent and timely manner, keeping in mind their interlinkages;

3. *Stresses* the primary responsibility of national governments for their country's development, and recognizes the importance of national ownership of development programmes;

4. *Emphasizes* that recipient Governments have the primary responsibility for coordinating, on the basis of national strategies and priorities, all types of external assistance, including that provided by multilateral organizations, in order to integrate effectively such assistance into their development process;

5. *Emphasizes also* the need for all organizations of the United Nations development system to enhance their coordination in accordance with their mandates, mission statements and the relevant decisions of their governing bodies in order to avoid overlapping and duplication and to enhance their complementarity;

6. *Emphasizes further* the need to fulfil the commitments, goals and targets set in the United Nations Millennium Declaration and by the major United Nations conferences, and in that context reiterates the importance of continuously monitoring progress made in that direction;

7. *Stresses* that the United Nations development system, in order to ensure national ownership of its operational activities for development, should integrate its country-level operations with national policies and programmes for development and poverty eradication, including, as appropriate, national poverty reduction strategies, under the leadership of the Government;

8. *Stresses also* that the United Nations development system should assist programme countries in addressing the goals and targets identified in the Millennium Declaration and the outcomes and commitments of relevant major United Nations conferences, in the context of the current challenges and opportunities of globalization;

9. *Welcomes* the efforts undertaken so far to improve the functioning and the impact of the operational activities for development of the United Nations system, and in this regard encourages the organizations of the United Nations system to continue those efforts with a view to improving further the effectiveness and increasing the relevance of such activities;

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[4] A/56/320 and Add.1.

[5] A/56/70-E/2001/58.

## I. Role of operational activities in the context of a globalizing world

10. *Stresses* the need for all organizations of the United Nations development system, in accordance with their respective mandates, to focus their efforts at the field level in accordance with the priorities identified by recipient countries and the goals, targets and commitments set in the Millennium Declaration and by the major United Nations conferences;

11. *Recognizes* in this context the need for all organizations of the United Nations system to assist programme countries to respond more effectively to the economic and social impact of globalization and to support their efforts to integrate into the world economy, to accelerate their economic growth and development and to reduce their poverty;

12. *Calls upon* the organizations of the United Nations system to strengthen and adapt their strategies and activities and enhance their coordination and collaboration, in order to enhance their supportive role in meeting the commitments, goals and targets of the Millennium Assembly and major United Nations conferences, in particular the development and poverty eradication goals and targets;

13. *Encourages* the United Nations system to support national efforts to acquire the capacities and infrastructure required to mobilize information and communication technologies and put them at the service of development, and encourages all organizations of the system to collaborate with the recently established United Nations task force on information and communication technologies;

## II. Funding for operational activities for development of the United Nations system

14. *Stresses* that core resources, inter alia, because of their untied nature, are the bedrock of the operational activities of the United Nations system and, in this regard, notes with serious concern the overall decline or stagnation in core resources available to many United Nations funds and programmes, in particular the United Nations Development Programme;

15. *Strongly reaffirms* that the impact of operational activities for development of the United Nations system must be enhanced by, inter alia, a substantial increase in core or regular resources on a predictable, continuous and sustained basis, commensurate with the increasing needs of developing countries, as well as through the full implementation of General Assembly resolutions 47/199, 48/162, 50/120, 53/192 and parts relevant to operational activities for development of resolution 52/12 B;

16. *Notes* the efforts of the executive boards and secretariats of the United Nations Development Programme and United Nations Population Fund and of the United Nations Children's Fund to establish multi-year funding frameworks that integrate programme objectives, resources, budgets and outcomes, with the objective of increasing core resources and enhancing their predictability, and in this regard invites them to continue to develop and refine the frameworks as a strategic resource management tool;

17. *Stresses* in this regard the continued need for funds, programmes and agencies of the United Nations development system to continue to report on the

overall results achieved to their executive boards or governing bodies and to the Economic and Social Council;

18. *Notes with regret* that, although significant progress has been achieved with regard to the governance and functioning of the United Nations development system, there has not been, as part of that overall process of change, a significant increase in core resources for operational activities for development;

19. *Underlines* the need to avoid over-dependence on a limited number of donors, emphasizes the importance of shared responsibility in a spirit of partnership, taking into account established official development assistance targets, including targets established at the Third United Nations Conference on the Least Developed Countries, and calls upon donors and countries in a position to do so to increase their contributions to the core or regular resources of United Nations funds and programmes;

20. *Appreciates* in this context the efforts of countries, including donor and programme countries, which have increased or maintained their high level of contributions to the core resources of United Nations funds and programmes, and of those which have made multi-year pledges to core resources;

21. *Notes* the increase in non-core resources, including cost-sharing, trust funds and non-traditional sources of financing, as a mechanism to supplement the means of operational activities for development, contributing to an increase in total resources, while recognizing that non-core resources are not a substitute for core resources;

22. *Reaffirms* the need for priority allocation of scarce grant resources to programmes and projects in low-income countries, in particular the least developed countries;

23. *Requests* that the establishment of new trust funds by United Nations funds and programmes be done in accordance with their mandates, mission statements and the relevant decisions of their governing bodies, and that such new trust funds, to the extent possible, be multi-donor in nature and not detrimental to core or regular resources;

24. *Notes* in this context the contributions of private sources, which can supplement but cannot substitute for contributions of Governments, to finance or extend programmes implemented within existing guidelines of United Nations funds and programmes;

25. *Stresses* the need for continuous overall improvement in the effectiveness, efficiency, management and impact of the United Nations system in delivering its development assistance, and welcomes steps that have been taken to that end;

26. *Requests* the Secretary-General to submit, for consideration of the General Assembly at its fifty-seventh session, a report presenting alternative options to the current modality of the annual United Nations Pledging Conference for Development Activities, including a regular pledging event, taking into account the funding sessions convened under the multi-year funding frameworks, the needs of other United Nations system agencies, appropriate timing and options to enhance public support for United Nations operational activities for development, including through the proposed options;

27. *Requests* the Economic and Social Council to consider, at its substantive session of 2003, the conclusions reached at the present triennial policy review on resources for operational activities for development, reviewing the progress made on the issue of funding of development cooperation activities of the United Nations system;

## III. Capacity-building

28. *Stresses* that capacity-building and its sustainability should be explicitly articulated as a goal of technical assistance provided by operational activities of the United Nations system with the aim of strengthening national capacities and that the technical skills profiles of country offices should be regularly assessed to ensure effective capacity-building of the recipient countries, and requests the United Nations organizations to review their efforts in the field of capacity-building and to report, through the Secretary-General, to the Economic and Social Council, at its substantive session of 2002, on the results achieved in this area;

29. *Stresses also* the importance of disseminating, to the fullest extent possible, the expertise acquired through the technical assistance provided by operational activities for development of the United Nations system in the programme countries;

30. *Reiterates* that the United Nations system should use, to the fullest extent possible and practicable, available national expertise and indigenous technologies in the implementation of operational activities and reiterates its call for the development of common guidelines at the field level for the recruitment, remuneration and training of national project personnel, including national consultants, for the formulation and implementation of development projects and programmes supported by the United Nations development system;

31. *Requests* the United Nations system to enhance the capacity of national Governments to coordinate the external assistance received from the international community, including from the United Nations system;

32. *Calls upon* the organizations of the United Nations development system to support the strengthening of the capacity of Governments to establish databanks and carry out poverty assessments at the country level;

## IV. Common country assessment and United Nations Development Assistance Framework

33. *Notes* that, while progress has been made since the introduction of the common country assessment and the United Nations Development Assistance Framework in its pilot phase, there still is a need to continue to improve the preparatory process and the quality of these instruments, inter alia, on the basis of the recommendations of the external evaluation of the common country assessment and the United Nations Development Assistance Framework, as reflected in the report of the Secretary-General[5] and his recommendations,[6] with a view to ensuring their effectiveness;

34. *Requests* the United Nations system to conduct the common country assessment and United Nations Development Assistance Framework processes as

[6] See A/56/320.

efforts to improve support for national development priorities and policies, and stresses that full governmental participation and leadership is required at all stages of these processes;

35. *Stresses* the need to ensure the full and active participation of the funds, programmes and specialized agencies of the United Nations system in the preparation of the common country assessment and the United Nations Development Assistance Framework;

36. *Encourages* the United Nations system to ensure full and active system-wide collaboration and coherence in developing the common country assessment and United Nations Development Assistance Framework processes;

37. *Recognizes* the need to ensure that lessons learned in the elaboration of the common country assessment and the United Nations Development Assistance Framework are systematically shared within the United Nations system and with Governments of programme countries and other development partners;

38. *Recognizes also* the common country assessment as a common analytical instrument for the United Nations development system which takes into account national priorities and needs as well as the commitments, goals targets set in the Millennium Declaration and by the major United Nations conferences;

39. *Recognizes further* that the common country assessment can also be used by recipient countries in formulating their own national policies;

40. *Recognizes* that the United Nations Development Assistance Framework, where it exists, is the common planning framework for the development operations of the United Nations system at the country level, consisting of common objectives and strategies of cooperation, a programme resource framework and proposals for follow-up, monitoring and evaluation;

41. *Urges* the organizations of the United Nations system to ensure consistency and complementarity of country programmes and other similar instruments used in individual organizations of the system with the approved United Nations Development Assistance Framework;

42. *Notes* the role that the United Nations Development Assistance Framework should play to facilitate the contribution of the United Nations system to the integrated and coordinated implementation of the Millennium Declaration and the outcomes of major United Nations conferences and summits at the country level and to provide a more coherent and integrated response by the United Nations system to national development priorities;

43. *Notes* the importance of closer consultation in the formulation of the common country assessment and the United Nations Development Assistance Framework among national Governments, relevant United Nations development agencies, including specialized agencies, and other relevant stakeholders;

44. *Encourages* greater cooperation between the World Bank, regional development banks and all funds and programmes, taking into account their respective competencies, mandates and comparative advantages, with a view to achieving increased complementarity and better division of labour, as well as enhanced coherence in their sectoral activities, building on the existing arrangements and in full accordance with the priorities of the recipient Government

and, in this regard, emphasizes the importance of ensuring, under the leadership of national Governments, greater consistency between the strategic frameworks developed by the United Nations funds, programmes and agencies and the Bretton Woods institutions, and the national poverty reduction strategies, including the poverty reduction strategy papers, where they exist;

45. *Urges* the organizations of the United Nations system, when the common country assessment and the United Nations Development Assistance Framework are undertaken, to ensure that measures are adopted to simplify and harmonize country assessment procedures and programming so as to reduce transaction costs and avoid additional procedural requirements and workload for recipient countries and United Nations country teams;

46. *Encourages* bilateral donors and the United Nations system to coordinate more actively at the field level, under the leadership of recipient Governments, inter alia, by using the common country assessment;

47. *Requests* the Secretary-General, in consultation with Member States, to undertake an evaluation of the progress of the common country assessment and United Nations Development Assistance Framework processes and their impact on the field of operational activities, as an integral part of the next triennial policy review of operational activities, and to submit a report, through the Economic and Social Council at its substantive session of 2004, on the results of such an evaluation, including lessons learned and recommendations made, for consideration by the General Assembly at its fifty-ninth session;

## V. Evaluation of operational activities for development

48. Emphasizes the importance of the monitoring and evaluation of operational activities of the United Nations system in order to enhance their effectiveness and impact, and reiterates that the monitoring and evaluation process of operational activities, including, where appropriate, joint evaluations by the United Nations system, should be impartial and independent, under the overall leadership of the Government;

49. *Reiterates* the need to strengthen the capacities of the recipient countries to perform effective programme, project and financial monitoring, as well as impact evaluations of operational activities funded by the United Nations, and underlines the importance of promoting, under the leadership of Governments, greater collaboration on questions relating to evaluation among recipient Governments and the United Nations development system, in particular the members of the United Nations Development Group, at the country level;

50. *Recognizes* that a comprehensive and participatory approach to monitoring and evaluation calls for a closer involvement of national authorities and civil society in the monitoring and evaluation of the effectiveness and impact of operational activities, in order to ensure that the results of those evaluations are utilized to improve operational activities for development and their impact;

51. *Notes* that coordination activities, though beneficial, represent transaction costs that are borne by both recipient countries and the organizations of the United Nations system, and emphasizes the need for their continuous evaluation and for an analysis and assessment of costs compared with the total programme expenditures

on operational activities for development in order to ensure maximum efficiency and feasibility;

52. *Takes note* of the impact evaluations of capacity-building and poverty eradication undertaken according to resolution 53/192 and requests the organizations of the United Nations system to review the conclusions of those evaluations and the lessons learned and to incorporate them in the light of their own experience into their operational activities for development;

53. *Requests* the Secretary-General to continue to provide, in the context of the triennial comprehensive policy review, an overall assessment of the effectiveness of the operational activities for development of the United Nations system and of the functioning of the United Nations development system at the country level, and to submit to the Economic and Social Council, at its substantive session of 2002, in consultation with Member States and on the basis of the experience acquired with the impact evaluation studies, suggestions on how to strengthen the modalities and enhance the approach for such an assessment, in particular in the areas identified in the present resolution;

54. *Reiterates* the need for recipient Governments concerned to be fully and effectively involved in the assessment of the effectiveness of the operational activities for development of the United Nations system;

55. *Requests* the United Nations system at the country level to support those Governments that intend to undertake capacity-building impact evaluations themselves, as and when required;

56. *Reiterates* the need for the United Nations system to strengthen its efforts, in consultation with recipient countries, to ensure that the lessons learned from both monitoring and evaluation exercises are systematically applied to programming processes at the operational level and that evaluation criteria are built into all projects and programmes at their design stage, requests the Secretary-General to carry out an impartial and independent assessment of the extent to which the United Nations funds, programmes and agencies at the field level learn lessons from their evaluations, and to formulate proposals on how to improve the feed-back mechanisms at the field level, and requests the Secretary-General to report to the Economic and Social Council at its substantive session of 2003 in this regard;

## VI. Simplification and harmonization of rules and procedures

57. *Reaffirms* that simplification and harmonization of procedures, as well as their decentralization, should support improved organizational efficiency and effectiveness and be responsive to the needs of recipient countries;

58. *Notes* the progress achieved in the harmonization of programming cycles, the harmonization of the programme approval process and the simplification and harmonization of rules and procedures, with the assistance of the United Nations Development Group, and calls upon the United Nations funds and programmes and the specialized agencies to continue to improve coordination efforts by taking further steps to enhance and ensure the sustainability of that process;

59. *Emphasizes* that the simplification and harmonization of rules and procedures should aim at reducing, where appropriate, the complexities and diversity of requirements, which still place an enormous burden on the recipient

countries through high transaction costs, and that innovations in this area should achieve, in their implementation, the objective of reducing the administrative and financial costs to the recipient country as well as to the United Nations system;

60. *Requests* the funds, programmes and specialized agencies of the United Nations system to examine ways to further simplify their rules and procedures and, in this context, to accord the issue of simplification and harmonization high priority, and to take concrete steps in the following areas: the decentralization and delegation of authority; the financial regulations; the procedures for implementing programmes and projects and, in particular, the requirements in terms of monitoring and reporting; the common shared services at country offices; and the recruitment, training and remuneration of national project personnel;

61. *Requests* the funds and programmes of the United Nations system to submit to the Economic and Social Council at its substantive session of 2002 a programme of work for full simplification and harmonization in the above-mentioned areas, to be completed before the end of 2004, including provisions to phase out redundant rules and procedures, benchmarks, responsibilities and a timetable to monitor the progress made towards reaching that target;

62. *Requests* the Executive Committee of the United Nations Development Group to facilitate the definition of the above-mentioned agenda and its implementation;

63. *Requests* the funds and programmes to provide, in their annual reports to the Economic and Social Council, specific information on the progress achieved in reaching the above-mentioned target;

64. *Invites* the executive boards and governing bodies of the funds, programmes and specialized agencies to assess regularly the progress achieved in the area of simplification and harmonization of rules and procedures;

65. *Requests* the United Nations System Chief Executives Board for Coordination to address the requirements for further simplification and harmonization of procedures;

**VII. Resident coordinator system**

66. *Reaffirms* that the resident coordinator system, within the framework of national ownership, has a key role to play in the effective and efficient functioning of the United Nations system at the country level, including in the formulation of common country assessments and United Nations Development Assistance Frameworks, and a key instrument for the efficient and effective coordination of the operational activities for development of the United Nations system, and requests the United Nations system, including the funds and programmes, the specialized agencies and the Secretariat, to enhance support to the resident coordinator system;

67. *Appreciates* efforts, including through the United Nations Development Group, to improve further the resident coordinator system and the progress achieved so far in broadening the pool of resident coordinators, improving their gender balance, using competency assessments to select resident coordinator candidates, and implementing improved staff training and annual performance appraisals and urges the funds, programmes and specialized agencies of the United Nations system

to make further efforts in that direction, including through appropriate training and recruitment of qualified staff with the required professional skills and backgrounds;

68. *Encourages* the funds, programmes and specialized agencies to make full use of the United Nations Staff College as an institution for system-wide knowledge management, training and learning;

69. *Encourages* enhanced dialogue, feedback, participation and interaction between the resident coordinator on the one hand, and the specialized agencies, small technical agencies, the regional commissions and organizations of the United Nations system without field level representation on the other, including through a wider use of information and communication technologies;

70. *Encourages also* the international financial institutions and other development partners to support the resident coordinator system, including through enhanced dialogue, in addressing national development objectives;

71. *Recognizes* the need for the resident coordinator system to interact more effectively and substantively with the Government of the recipient country, as well as with civil society and other relevant stakeholders, as appropriate;

72. *Requests* the resident coordinator system to assist Governments in their efforts towards implementation of the commitments, goals and targets set in the Millennium Declaration and by the major United Nations conferences, and encourages further work by the country-level theme groups;

73. *Requests* all organizations of the United Nations system, including those with no field-level representation and the regional commissions, to continue to improve and strengthen the resident coordinator system through their support to and active participation in that system, on the basis of their respective mandates and in close consultation with the national Government;

## VIII. United Nations Development Group

74. *Recognizes* the progress achieved towards a more coherent United Nations performance in the development field in the past three years, as reflected by a new culture of shared responsibility, cooperation and coordination among the members of the United Nations Development Group, and in particular the role of the Executive Committee of the Group;

75. *Requests* the member organizations of the United Nations Development Group, and in particular the member organizations represented in its Executive Committee, to continue to support and actively participate in the work of the United Nations Development Group;

## IX. Planning, programming and implementation

76. *Decides* that, with the agreement of the host country, the United Nations development system should assist national Governments in creating an enabling environment in which the links among national Governments, the United Nations development system, civil society, national non-governmental organizations and the private sector involved in the development process are strengthened, with a view to seeking new and innovative solutions to development problems, in accordance with national policies and priorities;

77. *Encourages* greater cooperation among the World Bank, regional development banks and all funds and programmes with a view to increased complementarity and better division of labour, as well as enhanced coherence in their sectoral activities, building on the existing arrangements and in full accordance with the priorities of the recipient Government;

78. *Recognizes* that the diversity of programming procedures of the United Nations funds and programmes and specialized agencies results from the diversity of their mandates and the decisions of their respective governing bodies, and this notwithstanding, calls upon these organizations to intensify their efforts to utilize all avenues for stronger cooperation and coordination at the headquarters level which should complement similar coordination efforts at the country level, and urges them to keep countries fully informed of decisions taken at headquarters;

79. *Notes* the progress achieved in the area of common premises and shared services at the country level within the United Nations system, reaffirms the need to take fully into account cost-benefit studies as called for in relevant resolutions, and encourages further implementation of such initiatives, where appropriate, while ensuring that there will be no additional burden imposed on host countries;

80. *Recognizes* that the utilization of advanced information and communication technologies could also provide the necessary platform for more coordination and cohesion at the field level;

81. *Encourages* the use of information technologies as a means to support more effectively the delivery of development cooperation by the United Nations system, and therefore calls for the urgent harmonization of the information technology platforms utilized by the United Nations system, at both the field and headquarters levels;

## X. Humanitarian assistance

82. *Reiterates* that the phases of relief, rehabilitation, reconstruction and development are generally not consecutive but often overlap and occur simultaneously, and notes the urgent need to develop, through a strategic framework, when appropriate, a comprehensive approach to countries in crisis, that the development of such a comprehensive approach must involve national authorities as well as the United Nations system, donors and intergovernmental and non-governmental organizations, and that national authorities must take a leading role in all aspects of the recovery plan, notes in this context the need for an early application of developmental tools in humanitarian emergencies and takes note with appreciation of the recommendations included in the report of the Secretary-General[4] in this regard;

83. *Expresses its appreciation* to those countries which have substantially contributed to humanitarian assistance during natural and man-made disasters;

84. *Stresses* that contributions to humanitarian assistance should not be provided at the expense of development assistance and that sufficient resources for humanitarian assistance should be made available by the international community;

**XI. Gender**

85. *Welcomes* the progress achieved in gender mainstreaming in operational activities and encourages further work in the areas of equitable access to financial and productive resources to ensure a reverse in the feminization of poverty;

86. *Encourages* the continuing efforts to improve the gender balance on appointments within the United Nations system at the headquarters and at the country level in positions that affect operational activities;

87. *Calls* for renewed and accelerated efforts in gender mainstreaming in the framework of the operational activities for development of the United Nations system in all fields, in particular in support of poverty eradication, and encourages the empowerment of women as a priority for operational activities for development;

**XII. Regional dimensions of operational activities**

88. *Reiterates* the growing need for incorporating the regional and subregional dimensions, where appropriate, in the operational activities for development of the United Nations system, and encourages the resident coordinators, in close consultation with Governments, to secure the greater involvement of the regional commissions, taking into account their agreed mandates and work programmes, in the common country assessment and the United Nations Development Assistance Framework, as appropriate;

**XIII. South-South cooperation/economic and technical cooperation among developing countries**

89. *Reiterates* that South-South cooperation, including technical and economic cooperation among developing countries, offers viable opportunities for the development of developing countries, and in this context requests the executive boards of the funds and programmes to review, with a view to considering an increase, the allocation of resources for activities involving technical cooperation among developing countries;

90. *Requests* the United Nations system to take appropriate measures to improve the effective incorporation of technical cooperation among developing countries into their programmes and projects, and to intensify efforts towards mainstreaming the modality of technical cooperation among developing countries, including through support for the activities of the Special Unit for Technical Cooperation among Developing Countries, and encourages other relevant international institutions to take similar measures;

**XIV. Follow-up**

91. *Reaffirms* that the governing bodies of the funds, programmes and specialized agencies of the United Nations system should take appropriate action for the full implementation of the present resolution, and reiterates the request to the executive heads of those funds, programmes and specialized agencies to submit a yearly progress report to their governing bodies on measures taken and envisaged for the implementation of the present resolution, as well as appropriate recommendations;

92. *Invites* the executive boards of the United Nations funds and programmes to ensure that the heads of those funds and programmes include in their annual reports to the Economic and Social Council, prepared in accordance with Council resolution 1994/33 of 28 July 1994, a thorough analysis of problems encountered and lessons learned, with emphasis on issues arising from the implementation of the Secretary-General's reform programme, the triennial policy review and the follow-up to the Millennium Declaration and major United Nations conferences, so as to allow the Council to fulfil its coordinating role;

93. *Reiterates* the provisions of its resolutions 48/162, 50/227 and 52/12 B which detail the respective functions of the General Assembly, the Economic and Social Council and the executive boards of the United Nations funds and programmes, and encourages the Economic and Social Council, within the context of its institutional role, to provide overall guidance to the United Nations system on operational activities for development;

94. *Requests* the Secretary-General, after consultation with the funds, programmes and specialized agencies of the United Nations system, to submit a progress report to the Economic and Social Council, at its substantive session of 2002, on an appropriate management process, containing clear guidelines, targets, benchmarks and time frames for the full implementation of the present resolution;

95. *Invites* the Economic and Social Council, during the operational activities segment of its substantive sessions of 2002 and 2003, to examine the operational activities of the United Nations system in order to evaluate the implementation of the present resolution with a view to ensuring its full implementation;

96. *Requests* the Secretary-General to submit to the General Assembly at its fifty-ninth session, through the Economic and Social Council, a comprehensive analysis of the implementation of the present resolution in the context of the triennial policy review, and to make appropriate recommendations.